

CITY OF OAKLAND

8/13/96

Agenda Report

TO: Office of the City Manager
ATTN: Mr. Craig G. Kocian
FROM: Police Services Agency
DATE: May 7, 1996

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AUG 27 1996

UNIVERSITY OF CALIFORNIA

RE: PUBLIC SAFETY/HEALTH AND HUMAN SERVICES
COMMITTEE: SUPPLEMENTAL REPORT REGARDING
POLICE BEAT RECONFIGURATION AND RAPID
EXPANSION OF COMMUNITY ORIENTED POLICING

At the Committee meeting of April 16th, a set of staff recommendations providing for an incremental increase in the number of police beats was presented but was not accepted by the Committee. Instead, staff was directed to develop a plan that would expand the number of patrol and/or community policing beats from 35 to 57, and have them appropriately staffed by July 1, 1997. This report responds to that request.

RECOMMENDATIONS

In light of the City's recently submitted proposed FY 96-97 overall budget, we recommend that:

- A pilot project of a two-year budget cycle be adopted and applied to the Police Department.
- The Committee and Council decide in which of the next two succeeding fiscal years, civilianization of police officer positions (25 - 30) and the addition of 13 Neighborhood Services Coordinators can be funded.
- Enhanced foot and beat patrol be provided Citywide through a \$1.5 million special project funded from already proposed FY 96-97 appropriations.
- The 35/57 (and not the 57/57) beat model be implemented by July, 1997.

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- The number of existing patrol beats (35) staffed by a community policing officer be increased from 26 to 31 by November, 1996.
- Three police academies begin: July and October, 1996; and February, 1997.
- Staff be directed to design an inter-agency model to support community policing.
- Nineteen Neighborhood Crime Prevention Councils be established, one for each three revised beats.

Further, we intend to proceed administratively with implementation of the area based command, decentralization model for field services. Discussion of these recommendations and issues is set forth in the remaining portions of this report.

BACKGROUND

At a November 1994 meeting of the Community Policing Task Force, group members suggested that implementation of community policing occur within an integrated approach built upon seven core concepts:

- 1) Increase the number and redraw the boundaries of police beats.
- 2) Determine the responsibilities of Neighborhood Crime Prevention Councils.
- 3) Hire Neighborhood Services Coordinators for each beat.
- 4) Decentralize the organization.
- 5) Be driven by an orientation to problem-solving (as opposed to the traditional methods of responding to crimes, blighted conditions and quality of life concerns).
- 6) Have the community take more responsibility for its own personal and neighborhood safety.
- 7) Organize the Department around the community.

The evolution of community policing since the adoption of the pertinent resolution by the City Council in 1994 has seen community policing mean different, and at times, multiple things to a variety of people. To some, it means rapid response to calls and high visibility of police; to others, it means strict enforcement of laws, especially those involving narcotics, prostitution, traffic, panhandling, or violence; while to others, it means improving relations with the community, engaging in collaborative problem-solving, and/or preventing juvenile crime.

The staff view is that all of these are important and deserve consistent attention and resources. However, without a single or fewer number of standards upon which the majority of the public defines community policing, the task of implementation is challenging on a number of fronts.

Despite this complexity, there have been a number of notable accomplishments which fit the various standards defining community policing in our City. A few recent examples include:

- Formation of a Youth Police Academy.
- Establishment of Citizen Safety Patrol Program.
- GTE/City of Oakland Cellular CrimeStop Program.
- Street Survival Workshop (sponsored by the Oakland Citizen Police Academy Alumni Association and Berkeley Police Liaison Committee).
- Operation "Reverse Play" (a narcotics enforcement strategy).
- Citizen involvement on oral board panels interviewing police officer candidates.

At the April 16th meeting of the Committee, it was suggested that all non-patrol or community police officer positions be reassigned to handle calls for service, enhance police visibility in the field, or occupy community police officer positions. For the reasons set forth in the discussion and Attachment A sections of this report, we do not support the suggestion. Due to the multiple objectives which define community policing and the various and changing circumstances and expectations of the community, management must retain maximum flexibility in assignment and deployment decisions. Other potential consequences include adverse community relations and a deterioration in employee morale due to diminished career development opportunities.

The FY 96-97 budget proposal presents hope for fulfilling the potential of having a single officer serve as a dedicated point of contact on each of the 57 beats to be established. During the past 18 months, the Department has tried to overcome its police officer vacancies by operating within a team concept (e.g., Community Policing Action Teams). This had the benefit of the community policing philosophy being embraced and carried out by more than a few individuals assigned for that purpose.

As positions are filled, it will be necessary to maintain both the team framework and the dedicated beat officer specialty. Our experience has taught us that tremendous demands and high expectations are imposed upon the dedicated beat officer by the public. The results have been "burn-out" of officers working this assignment and community questions about the officer's availability ("Where is our community policing officer?").

The former result points out that community policing relies not only on partnerships with the community, but on teamwork within the organization. The latter result illustrates a public acceptance of the dedicated beat officer concept, but a failure to acknowledge that the officer is entitled to days off, vacation, training and occasionally a promotion to a higher rank! The former result will be addressed through management emphasis on teamwork and the latter corrected by public awareness and education efforts.

As authorized positions are filled or additional positions created, first priority and consideration will be given to assigning an officer to each of the 57 beats. When the beat structure is fully revised and implemented in July, 1997, each of the 57 beats will have a community policing officer assigned to it.

Committee and Council actions on the recommendations will expedite the process and assure an orderly transition.

DISCUSSION

Two Year Budget Cycle

This recommendation provides options for funding the staff resources required to accomplish civilianization, add Neighborhood Services Coordinators, and cover additional operations and maintenance expenses. Further, it provides a measure of stability and predictability as operational and cultural changes occur within the organization.

Non-Sworn Resources

In order to accomplish the civilianization proposals detailed in prior reports and to add 13 Neighborhood Services Coordinators (to the existing complement of six), the total annual cost would approximate \$3.7 million. Should these positions remain a high priority and a two-year budget cycle be adopted, Committee and Council direction is required to determine when and how the positions will be

funded. Cost analyses are detailed in the PERF reports presented by the Office of Budget and Finance and the Police Department to the Committee on March 5th.

Enhanced Foot and Patrol Coverage

The FY 96-97 budget proposal is balanced on the assumption that it will take more than 12 months to recruit, test, hire and train a minimum of 90 candidates to fill existing and projected vacancies. In order to immediately enhance police visibility and response times, a special project will be established and dedicated to foot patrol and beat assignments. Major emphasis will be placed on foot patrol assignments throughout the City during late afternoons and evenings and on weekends. Funds presently are included in the Agency's FY 96-97 baseline appropriations.

35/57 and 57/57 Models

The Committee has rejected an incremental expansion of the beats from 35 to 45. The Committee inquired about the approximate costs to implement and staff a beat model containing 57 patrol beats and 57 community policing beats, which are geographically the same. Assuming that the combined FY 96-97 baseline appropriations and civilianization funding represent a revised baseline, we estimate that it would require an additional \$13 million to fund 22 more (57 minus 35) patrol beats and the 120 police officer positions to staff them. This figure is a minimum and does not include operations and maintenance expenses (cars, radios, safety equipment, hiring and training expenses, et cetera) or additional supervisory or support personnel.

As noted in the prior report, revision of the beat boundaries should coincide with the start of a fiscal year and after computer programming changes have been installed, administrative systems revised (e.g., patrol officer bidding, crime analysis services, training, et cetera), and citizen involvement campaigns to implement the Neighborhood Crime Prevention Councils be completed. We believe that the July, 1997 target date can be achieved with the adoption of the recommendations set forth at the beginning of this report.

Existing Beat Deployment

Police officer trainees currently are completing the Police Academy. They are expected to graduate in July and then begin a 15-week field training program. It is anticipated that by November, five additional officers will be assigned as

community policing officers and assigned to a specific beat. With existing staffing, the number of the present 35 beats serviced in this manner will increase to 31. Portions of the City which will not yet be serviced by a dedicated beat officer include the airport, the various military installations, and industrial complexes.

Police Academies

The FY 96-97 budget proposal assumes that officers will be hired to begin academy training in July, 1996 and January and June, 1997. It is presumed that the positions could not be filled rapidly and, therefore, salary savings are generated that help balance next year's budget. In order to meet the target date of July, 1997 for full implementation of a 57 beat model, it is necessary to hire and train candidates so that they will be sufficiently ready to perform field duties by July, 1997.

Accordingly, we recommend that the hiring and training be accelerated to permit academies to begin in July and October, 1996 and February, 1997. This, however, will add unbudgeted costs to the FY 96-97 budget proposal as a result of salary savings not being achieved and operating expenses for a third academy being added. We estimate these costs to be between \$3 and \$3.5 million. Because of the budgetary impact, Committee and Council direction is required.

Inter-Agency Model

The establishment of the agency model of administration presents the opportunity to transform community policing to community oriented government²(a PERF recommendation). Using concepts from other collaborative, inter-Departmental efforts (e.g., CPAT, SMART, Super Team) and lessons learned from site visits to San Jose and Sacramento, a City Manager-led, inter-agency model for community policing should be designed and implemented.

Neighborhood Crime Prevention Councils

The cornerstone of the citizen involvement, self-help effort will be the Neighborhood Crime Prevention Councils. They will identify the public safety concerns and priorities for specific geographic areas. They also will help identify strategies and responsibilities to address these concerns--including what responsibilities they will assume. As previously recommended in a prior report, the number of Neighborhood Crime Prevention Councils should equal precisely the number of Neighborhood Services Coordinators. The Neighborhood Services

Coordinators serve as the principal liaison between the Neighborhood Crime Prevention Councils and inter-agency participants. Since we have recommended one Neighborhood Services Coordinator for each of three beats, we recommend that three beats represent the geographic area of a Neighborhood Crime Prevention Council.

A separate future report will detail the status, operations, and needs of the Neighborhood Crime Prevention Councils.

OTHER ISSUES

It is important to acknowledge that rapid hiring can often lead to other problems if candidates are not carefully screened and properly trained. No sacrifice in hiring or training standards should occur to accomplish the aims of the Committee direction.

It should not be presumed that depleting specialized units and assigning them to the patrol function will result in improved service or enhanced visibility. Instead, the patrol officers will be consumed by the call for service workload. During the month of March, 100% of 1295 "A" priority calls required two officers; 85% of "B" priority calls required two officers. Officers dispatched to these assignments typically drive by other incidents on their way to the call. This creates a public perception that the Department is not responsive to obvious and visible incidents (e.g., drug-dealing, loitering, traffic violations, et cetera). A dedicated, specialized unit at least provides some attention to these problems. Patrol officers devote attention to them as time permits.

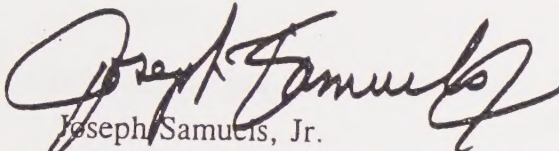
Community policing is the responsibility of all members and employees and not just those assigned to the Community Policing Unit. Many units and individuals of the Agency have integrated the philosophy into their work assignments.

Further, career development opportunities in specialty assignments cannot be underestimated as important to the maintenance of a positive morale and the retention of qualified, professional police officers.

CONCLUSION

The Committee should affirm its commitment to the five standards by which community policing has become defined in our City. If they are all important, that level of policy needs to be made clear. Further, we recommend that the Committee view this report and the recommendations within the context of the

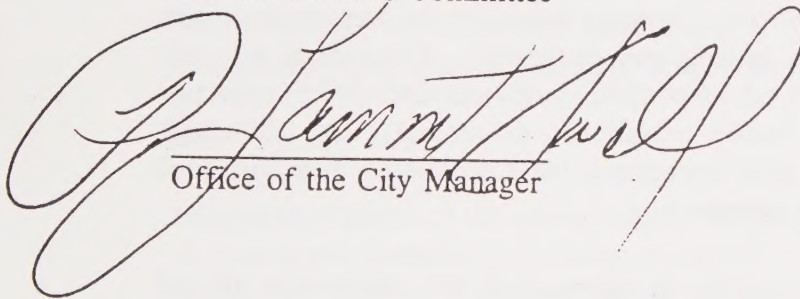
FY 96-97 budget proposal. Finally, we recommend that the report be accepted and forwarded to the full Council at a regular session or at the Agency's budget hearing, scheduled for May 28th.


Joseph Samuels, Jr.
Director of Police Services

JS:pd

Attachments

Approved and Forwarded to
the Public Safety/Health and
Human Services Committee


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POLICE OFFICER POSITIONS - MAY 1996

OFFICE OF CHIEF

UNIT	ORG CODE	POS. AUTH.	POS. FILL.	CONSEQUENCES IF POSITIONS REDEPLOYED
Chief's Office	10110	0	1	This position is that of the Public Information Officer. Relations with the media and efforts to provide information to the community would be impaired. The PERF audit recommended developing this role in order to improve communications with the public, highlight community policing successes, and develop a single point of contact for press inquiries. The incumbent is also assigned to staff the Crimestoppers Program – a partnership involving the media, businesses and law enforcement. Our withdrawal from this program would be necessary. The incumbent is bilingual and provides access to Spanish-speaking media outlets..
Prof. Standards Sec.	10271	3	3	Most of the functions of this unit are mandated by state law. The unit handled almost 600 complaints in 1995. Redeploying the officers would create a substantial case backlog and result in unacceptable delays in completing investigations. Public dissatisfaction with the complaint investigation process would increase. Further, liaison responsibilities with the Office of the City Attorney , the CPRB and the civil courts would be impacted.
OFFICE	Subtotal	3	4	

POLICE OFFICER POSITIONS - MAY 1996

BUREAU OF INVESTIGATION

UNIT	ORG CODE	POS. AUTH.	POS. FILL.	CONSEQUENCES IF POSITIONS REDEPLOYED
Misdemeanor Assault	10222	5	4	<p>Redeploying these officers will effectively end the zero tolerance policy with respect to domestic violence investigations. The Department will be unable to meet the Council mandate set forth by resolution. Of approximately 5,500 domestic violence cases annually, 3,850 misdemeanor cases will no longer be investigated. This workload cannot simply be shifted to community policing and patrol officers or to remaining CID staff. Another 1,700 misdemeanor assault cases will not be investigated. Person crimes are among the most sensitive, and failure to follow up may heighten fear and dissatisfaction with police service and raise quality of life issues.</p> <p>For the crime of assault, as with other crimes, the investigation and follow up process is a continuation of community outreach and policing. It is unrealistic to expect that uniformed field officers will be able to find time to work with victims, witnesses and the courts to assemble the casework necessary to prosecute thousands of these crimes annually. If investigating units are emptied of officers, more criminals will remain in the community to plague citizens and merchants and destroy neighborhoods.</p>
Fugitive/ Warrants	10227	9	8	<p>These officers go to jurisdictions where Oakland fugitives are apprehended, take them into custody and return them to Oakland for prosecution. State law requires that prisoners be returned within mandated time limits or they cannot be prosecuted. In addition, these officers serve local arrest warrants in compliance with mandated "due diligence" requirements which result in case dismissal if not completed. If these officers are redeployed, patrol and community policing officers will not be available to accomplish these mandated assignments. In 1995, over 1,400 warrant arrests were accomplished - 13 of which were for homicide.</p>
Inspec. Svcs./ Weapons Unit	10227	6	4	<p>Two officers in the Inspectional Services Unit are on medical restriction and cannot be redeployed. In addition to investigations, the ISU officers are charged with regulating and monitoring pawnshops and secondhand dealers - often the recovery point for stolen items. Two officers are funded by a federal grant to address firearms use and availability. The Council objective of reducing the number of firearms dealers and impacting firearms trafficking and violence would be affected.</p>
Auto Theft	10223	0	1	<p>This investigative position is part of an overall Departmental effort to prevent Oakland from becoming a dumping ground for stolen vehicles. Discussions/negotiations with other Alameda County.</p>

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				law enforcement agencies to "regionalize" auto theft detection and prevention are under way.
Misdemeanor Theft Unit	10223	0	3	This unit has no regularly assigned personnel and is staffed exclusively by light duty officers whose medical condition precludes assignment to the field. The officers investigate shoplifting and other crimes of petty theft. Their efforts support the merchant community and offer assistance to victims of minor property crimes who would otherwise receive no follow up service.
Gang Unit	10226	5	6	<p>The Gang Unit has just received a \$500,000 federal grant in recognition of the capabilities of the unit and the local gang problem. This would not be the time to redeploy unit staff. The Alameda County Office of Education, which received a \$181,000 grant, is a partner in meeting a key grant objective of enhancing collaboration between law enforcement and schools to reach at-risk youth.</p> <p>The Gang Unit works extensively with the Advisory Committees on Crime and community groups on a regular basis. The unit has solved five homicides as a direct result of rapport with parents and community organizers. Staff members know gang members and their associates and operate the Bay Area wide computerized GREAT gang tracking system, which was funded with prior state grants. The unit helps unite the community and the Department in abating gang problems. Unlike patrol and community policing units, Gang Unit members have the uninterrupted time to develop expertise, focus, and community networks. Redeploying the officers would undermine these networks and jeopardize the new grant. The prosecution of cases involving suspected gang members would be impaired.</p>
	Subtotal	25	26	
CSS: Comm. Security Unit	10247	1	1	This officer coordinates and performs security inspections for businesses and property owners, organizes Merchant Alert groups and manages the false alarm abatement program. Redeployment would reduce the number of inspections that can be performed for the businesses and housing providers. Liaison and programs with the Oakland Commerce Corporation, Mayor's Office and downtown and Coliseum area merchants would be disrupted.
CSS: Spec. Projects Unit	10247	3	3	These officers are assigned to Departmental advisory groups, which are leaders in motivating citizens to participate in community policing partnerships. These groups appreciate the close working relationship with a sworn Departmental officer and are full partners in community policing. If the officers are reassigned to patrol, they will not have the time to dedicate themselves to an array of five groups of citizen advisors who have a City-wide, not neighborhood-based, scope.
CSS: Res.	10247	1	1	This officer coordinates the Home Alert program and conducts some of the meetings. Such

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Security Unit				meetings take place almost daily in the evenings at homes, churches and community meeting rooms. The Home Alert program is one of the oldest and most successful means of engaging citizens in the process of improving and taking responsibility for home security. The more citizens can do for themselves, the less demand they place on public resources. Redeployment will reduce contacts with residents. The program itself, however, will be redesigned.
YSS: Admin./ Intake Unit	10243	6	5	Officers staff the intake function 24 hours a day. The holding facility in the Youth Services Section is the only one in Oakland with authorization to book juvenile offenders. Intake officers also receive children who have been taken into protective custody until they can be taken to a foster care home. If these officers are redeployed, field officers will have to drive juvenile offenders to San Leandro, where the nearest booking facility is located. An alternative holding facility for children in protective custody will have to be developed immediately. Parents will have no local source of information about minors who have been taken into custody.
YSS: Youth Activ. Unit	10242	6	6	Six School Resource Officers are assigned to the six Oakland high schools and their feeder schools to improve safety and work directly with teachers and students. Redeploying these officers would undermine extensive efforts to build trust between young persons and officers. Community policing and beat officers will be unable to devote full attention to the safety and security needs of schools. These officers are directly involved in "safe passage," truancy reduction, conflict resolution, mentoring, and recruitment programs.
YSS: Police Activ. League	10242	2	2	These officers coordinate 17 different summer and after-school programs for young persons. They serve as role models and improve perceptions of the Police Department. Council mandates to provide better services to young persons and involve them in healthy activities cannot be met if officers engaged in these functions are redeployed. Plans to establish three additional sites, school or recreation center-based, would have to be discarded.
YSS: Traffic Safety Det.	10246	2	2	These officers work with more than 50 part-time School Crossing Guards and numerous students in school safety patrols who assist elementary school children to cross intersections enroute to and from school. Supervision is provided at the lowest possible level through use of these officers, who also serve as role models to young persons in the student safety patrols. In FY 96-97, staff assigned to the unit will be organizationally aligned with the PAL staff. The combined unit will be tasked with juvenile development programs, often in cooperation with parks, schools and not-for-profit organization staff. Reassignment will preclude the Department from being a consistent contributor in

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				the City's move towards a youth policy and related programming.
YSS: Child Abuse Detail	10244	4	4	These officers investigate reports of child abuse from other officers, schools, social workers, and other adults who come into regular contact with children. They arrange medical and forensic examinations of the children and work with placement facilities and with courts to prosecute and/or rehabilitate parents. Special training is mandated by the state for child abuse investigators. It would be impractical and inefficient to train patrol and community policing officers to investigate child abuse. If these officers are redeployed, reports of child abuse will be assigned to the overburdened CID Assault Section and not investigated in a timely manner.
YSS: Invest. Detail	10244	3	1	This officer investigates crimes committed by juveniles, except homicides. The failure or inability to deal with juvenile offenders heightens public fears of young persons. This unit is seriously understaffed. CID investigators are having to assume responsibility for follow up on juvenile offenders without the specialized training mandated for juvenile investigators. Redeployment of officers in this unit will eliminate juvenile investigations as a specialized field.
YSS: Missing Persons	10244	1	2	These officers investigate reports of missing or abducted children, runaways and missing adults. State mandates allow no more than a few hours for entering missing persons information into statewide automated networks. Patrol officers are usually enlisted in searching for missing persons. Redeploying these two officers would offer no relief to the Patrol Division in this particular area and would result in failure to meet state mandates for reporting and coordination of investigations.
	Subtotal	29	27	
Criminalistics Section	10261	0	1	This officer is on light duty and will be redeployed as soon as he is medically cleared for full duty.
Intelligence Section	10120	5	5	This unit provides the critical information and intelligence (derived from parole and prison sources, federal and state law enforcement contacts and use of informants) necessary for community policing and investigative officers to solve serious, violent crimes. The unit also provides protection, in coordination with the Secret Service, to dignitaries and heads of state who visit Oakland.
BUREAU	Subtotal	59	59	

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BUREAU OF SERVICES

UNIT	ORG CODE	POS. AUTH.	POS. FILL.	CONSEQUENCES IF POSITIONS ARE REDEPLOYED
REC: Fleet & Tow Unit	10361	1	1	The officer conducts mandated appeal hearings demanded by owners of towed vehicles and manages the Departmental fleet. The hearing officer function would have to be staffed if the officer were redeployed. Fleet management functions have to be coordinated with OPW in order to ensure that cars are available for field officers.
	10361	0	1	This officer is assigned to assist in the Records Section on a light duty basis. His current medical status precludes redeployment.
Crime Anal. Section	10361	1	3	<p>Officers analyze reports and develop and maintain files that help field and investigating units target and prosecute career and violent criminals. They enter identified habitual criminals into statewide databases and support local and regional crime task forces. They complete the operational requirements of the Career Criminal Apprehension Program grant. In 1995, they identified 66 new career criminals from evaluations of more than 50,000 reports and 12,000 database checks, and they responded to 310 inquiries from OPD investigators and supervisors.</p> <p>We have recommended and the PERF audit supported replacing these officers with civilians. If they are redeployed without substituting trained civilian replacements, the Department will not have the resources to identify and track career criminals or to provide information about neighborhood crime patterns. The unit is also the key Departmental component to implement an enhanced regional crime analysis program – a goal of the East Bay Public Safety Corridor Project.</p>
	Subtotal	2	5	
Personnel Admin. Sec.	10342	0	1	An average of 25-30 sworn members and 5-10 civilians are on extended medical leave at all times. This officer acts as a liaison between them and the City Physician's Office to ensure that they return to duty as soon as possible.
Recruiting/ Backgrounds	10342	3	3	Officers in this unit identify and recruit applicants for positions as Police Officer Trainees, Reserve Officers, Rangers, Cadets and other classifications. They attend job fairs and recruit at high schools and local colleges. They work with the advisory committees on crime to identify potential applicants and follow up on recruiting recommendations from officers. They conduct practice examinations for interested applicants and conduct 100-200 background investigations annually. In 1995, officers accepted nearly 3,000 interest cards regarding officer, cadet and reserve positions and processed

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				<p>nearly 300 applications. This year, they worked extensively with a pool of several hundred applicants who took the latest Police Officer Trainee examination.</p> <p>Officers make the most effective recruiters for sworn positions. Redeployment would seriously impede forthcoming efforts to fill at least ¾ of our vacancies by recruiting and hiring 90 Police Officer Trainees in FY 96-97.</p>
In-Service Training Unit	10343	3	4	<p>The authorized officers organize and/or teach 20-25 courses a year, many of which are mandated, and conduct firearms range training. They also monitor and evaluate pursuit driving reports and safety practices. In 1995, they conducted 22 schools, including a Reserve Academy, Advanced Officer Schools, Field Training Officer Updates, Driver Refresher Training, and others. The officers organize three annual Citizens' Academy presentations and will be conducting the upcoming Youth Academy with funding support from the East Bay Public Safety Corridor. More than 59,000 hours of training, excluding range practice, were completed in 1995.</p> <p>Redeploying these officers would render the Department unable to meet state mandated training requirements. The expertise required is limited to sworn personnel. The fourth officer presently assigned is on light duty and cannot presently be redeployed.</p>
Recruit Training Unit	10343	2	2	<p>Officers assigned to this unit organize and/or administer the 5-month Recruit Academy. The coursework is mandated by the State of California Commission on Peace Officer Standards and Training (POST). If these officers are redeployed, the Department will be unable to train the 90 recruits we expect to hire next year to fill vacant positions.</p>
Cadet Unit	10343	1	1	<p>The Cadet Program encourages young persons to become Police Officers. The officer serves as the cadets' supervisor, role model and mentor and actively recommends them when they are old enough to become Police Officers. Eliminating a mentor and role model by redeploying this officer would undermine the Cadet Program and recruiting efforts. In 1995, more than 50 Cadets worked in excess of 36,500 hours assisting Departmental units. The Program celebrated its 10th anniversary. Without an assigned and closely involved officer, the Program will probably collapse. The PERF audit recommended assigning a second officer to the Cadet Program.</p>
	Subtotal	9	11	
BUREAU	Subtotal	11	16	

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BUREAU OF FIELD OPERATIONS (NON-PATROL OR DEDICATED BEAT OFFICERS)

UNIT	ORG CODE	POS. AUTH.	POS. FILL.	CONSEQUENCES IF POSITIONS REDEPLOYED
PAT: Tactical Officers	10421 10431 10451	42	30	The purpose of tactical officers is to increase resources on the evening and night shifts. These officers handle calls for service and perform as cover officers in assignments requiring two officers.
PAT: Wagon Officers	10421 10431 10451	18	6	By relieving other officers of responsibility for transporting persons they arrest to the jail, wagon officers allow patrol officers to remain on their beats. In addition, wagon officers provide backup and cover assistance to patrol officers. At present, due to vacancies, wagon officers are not present on many shifts. Prior reports have suggested civilianizing this function.
PAT: Evid. Technicians	10421 10431 10451	6	4	Patrol officers collect some of the evidence related to reported crime. However, rapes, homicides and other serious crimes which involve extensive, time-consuming, evidence collection are better handled by technicians so that the responding officers can continue to take calls for service or remain visible in the field. At present, due to vacancies, technicians are not available on all shifts. Prior reports have suggested civilianizing this function.
PAT: Desk Officers	10421 10431 10451	3	3	Desk officers handle numerous questions from persons who come to the Police Department, take walk-in reports and accept persons into custody. They are available to handle any immediate security problem inside the Hall of Justice at night and on weekends.
	Subtotal	69	43	
CPS: Foot Patrol Unit	10441	27.88	22	Foot patrol officers have been deployed in business districts in response to merchant requests for visible police presence. Foot patrols provide community policing service in business areas. Redeploying these officers to provide dedicated beat officer and patrol service would likely lead to protests from the merchant community.
CPS: Alcohol. Beverage Abatement Team	10442	1	1	This position was established with state grant funds in response to Council concerns regarding problems in the vicinity of many liquor stores. In cooperation with the Office of Planning and Building, the Alcoholic Beverage Control Board and local residents, ABAT has improved conditions around liquor stores and conducted numerous decoy operations to discourage owners from selling to minors. Redeploying this position would fragment support for a program mandated by Council and reduce its effectiveness significantly. Efforts to take advantage of recent a favorable state court

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				decision regarding liquor store regulation will be more difficult and inconsistent without a dedicated ABAT officer. In fact, two positions need to be added to this program.
CPS: Mounted Unit	10444	4	3	This unit was originally established with support from downtown merchants to improve police visibility. Over the years, the horses have provided important public relations opportunities for the Police Department and are generally well received by the public and children. Mounted officers are in demand by businesses at the Port and in other areas which experience evening and weekend crowds because of the unique ability of horses to convey strength under restraint. Redeploying these officers would not significantly enhance police response capabilities but probably be a public relations failure.
	Subtotal	32.88	26	
V/N: Narc. Charging Unit	10224	2	2	The officers assigned to the Charging Unit coordinate all requests to the District Attorney's Office to prosecute narcotics-related cases. Field presence would plummet and overtime would increase if these officers were redeployed and each patrol or narcotics officer were responsible for seeking charges for his or her cases. The Charging Unit is an example of effectively streamlining essential, legally mandated work.
V/N: Narc. Unit	10224	9	6	Narcotics officers investigate and build cases against mid-level drug dealers. If the officers are redeployed, arrests and prosecution of narcotics offenders will decline substantially, leaving more offenders in the community, where they will increase the workload of patrol and community policing officers.
V/N: Alco Task Force	10224	5	5	The State of California distributes grant funds to counties to combat drug trafficking. The Sheriff's Department administers the Alameda County grant and local cities and the federal government (DEA) contribute enforcement resources. The officers assigned to the Task Force investigate and build cases against the high-level criminals who organize and control the flow of drugs into and through Oakland. The officers are the mainstay of the Task Force. Their redeployment will probably jeopardize the grant and effectively end successful efforts to identify, arrest and prosecute upper level drug dealers. Approximately 60% of the unit's work focuses on dealers and trafficking sites in Oakland.
V/N: Vice Crimes Unit	10224	2	2	These officers follow up on complaints regarding prostitution and gambling and other vice crimes, many of which blight and degrade neighborhoods. If the officers are redeployed, prosecution of these crimes will be reduced, offenders will operate more freely in the community, and patrol and

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				community policing officers will have to spend more time on immediate vice problems at the expense of other duties.
V/N: SDU II	10224	15	10	This unit was created a number of years ago to deal with narcotics trafficking and violence at the street level. Officers can respond to drug activity immediately to forestall or end violence. Redeployment will compel beat and community policing officers to devote more time to suppressing open air narcotics activity at the expense of their other duties. Without a sustained effort to impact open-air dealing, citizen complaints will increase and the City's image will be severely blighted.
	Subtotal	33	25	
SOS: Heli. Unit	10465	4	4	Helicopter pilots respond to numerous calls for service and frequently provide cover for ground units. In 1995, the Helicopter Unit participated in 886 felony and 326 misdemeanor arrests and conducted 3,008 searches for suspects. Officers assigned to the Unit completed 90 photo assignments, reported or assisted at the scene of 252 fires, engaged in 97 vehicle pursuits, assisted in 23 missing persons' searches, and responded to more than 3,772 radio assignments. Available research has established that aerial patrol is the functional equivalent of fifteen ground units.
SOS: Airport Unit	10465	8	8	The Port funds the positions of these officers who provide security at the Oakland International Airport pursuant to Federal Aviation Administration requirements for airport operation. If these positions were redeployed, the General Fund would have to support them and the Airport would not be in compliance with federal regulations.
SOS: SDU I	10443	10	8	This unit was established a number of years ago in direct response to community concerns about rising street violence and homicide. Working closely with community policing and patrol officers, the Gang Unit and the Crime Analysis Section, these officers target career criminals and pattern violence (e.g.: rapes, robberies). They have the time to track individuals, conduct surveillance and plan violence suppression projects. Patrol and community policing officers use this unit as a resource; they do not have time to plan and conduct such operations themselves. Redeploying these officers will probably lead to an increase in street-level violence as wanted persons remain on the street.
SOS: Reserve Coordinator	10466	1	1	The Reserve Coordinator works with other field units to deploy reserve officers effectively in support of patrol and traffic functions. He helps recruit reserves and train them and integrates their personal schedules with Departmental needs. The duties of the reserve coordinator have to be maintained in order to use reserves effectively. Redeployment would cut use of reserves and reduce interest in the program by both participants and Police Department staff.

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				In 1995, reserve officers covered 19 special events and contributed over 12,840 hours of their time. They reported 283 felony arrests and 759 misdemeanor arrests. Additionally, the Reserves wrote over 721 citations and recovered 47 stolen automobiles. Reserve officers responded to 4,478 calls as the primary unit and 4,559 calls as the cover unit.
SOS: Tech. Coordinator	10466	1	1	The Technician Coordinator ensures that civilian and sworn evidence technicians are trained and equipped for their duties. He completes photographic assignments at the Coroner's Office, responds to questions from the District Attorney's Office, CID, the Criminalistics Laboratory and investigators. He monitors technician work and testifies in court. If this position is redeployed, it is likely that an existing Technician will have to assume the duties of the coordinator and that will reduce the time he or she spends on evidence collection and documentation. If the evidence technician positions are civilianized, this position would be assigned supervisory duties.
SOS: Court Liaison Off.	10469	1	1	The Court Liaison Officer keeps court overtime to a minimum. He advises Deputy District Attorneys of officers' vacation and day off schedules and works to prevent them from calling officers to testify on those days. He works with the DA to minimize the number of officers called to testify at preliminary hearings and to identify the best single officer to summon. He updates the telephone message system which advises officers when their subpoenas have been canceled; if they report to court on canceled subpoenas which were recorded on the message system, they are not paid. All of these functions are performed constantly on a daily basis in an effort to control and reduce court overtime. Court overtime costs will increase if this position is redeployed.
SOS: Special Events Coord.	10463	0	1	This officer serves on a loan basis to coordinate the many festivals, parades, film permits, marathons and other activities that present traffic and/or crowd management issues. He frequently works with other departments and the City Manager's Office to ensure event success. If this position is redeployed, patrol and community policing officers will have to interrupt their normal activities for one or more days for each event to plan and organize security support. Often effective planning requires lead time, which will further divert patrol and community policing resources. Successful social and cultural events have a direct bearing on Oakland's image and reputation. Redeployment will probably result in ineffective security planning at special events.
	Subtotal	25	24	
TFC: Traf. Enforce. Unit	10462	30	23	Motorcycle officers investigated 47% of over 5,000 traffic collisions requiring investigation in 1995. They participated in Special Traffic Offender Programs, drunk driving checkpoints with the

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				<p>CHP, and an overall public speaking/public awareness campaign regarding traffic safety. Next to drug-related complaints, traffic control remains the second highest public safety concern of citizens. Traffic officers will be integrated into the Department's decentralized, area-command model to be deployed in July. This enhances our ability to carry out the community policing philosophy regarding traffic-related problems. It is illogical to assume that patrol or community policing officers will have the time to absorb the workload of traffic enforcement and collision reduction.</p>
TFC: Follow Up Invest. U.	10462	6	4	<p>These officers conduct follow up investigations of collisions where there are injuries, major property damage, or involve hit and run offenses. Redploying these positions will decrease the number of dangerous drivers who are identified and prosecuted for their offenses.</p>
TFC: Aban. Auto Detail	10463	1	1	<p>This officer supervises civilians who tow vehicles that have been left on public streets for more than 72 hours. Often these are old cars that have been abandoned by their owners and become magnets for blight and drug activity if not removed. Supervision is required and is being provided at the lowest possible level through the officer.</p>
TFC: Comm. Veh. Unit	10463	4	4	<p>One position is fully funded by the Port and regulates commercial traffic on Port property. A second position is funded by CalTrans for the duration of the Cypress reconstruction and regulates truck traffic in the neighborhood surrounding the Cypress. If these positions were redeployed, they would have to be supported by General Funds. The Port and CalTrans grants would have to be terminated.</p> <p>The remaining two officers regulate truck traffic inside the City and prevent overloaded and unsafe trucks from operating. They assist business districts by rerouting traffic and mitigating congestion during construction projects, and they encourage voluntary safety compliance from truckers, who know they will be regulated. Redeploying these officers will make it more difficult to curb commercial vehicle offenses and complaints from both merchants and residents may rise.</p>
TFC: Fleet & Taxi Detail	10463	2	2	<p>The unit regulates the safety and appearance of taxicabs and checks the backgrounds of cab owners and drivers. The unit generates \$50,000 in permit revenue annually. Many residents depend on taxicabs for transportation, and the first impressions of visitors regarding commerce in Oakland often form during their taxi ride from the Airport. This unit supports the transportation and business needs of the community. If the officers are redeployed, taxi safety and appearance will deteriorate. Patrol and community policing officers will only have time to respond to complaints about fares, not standards. The PERF audit recommended that this function be transferred to another City</p>